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24th Street Problems and Possibilities

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CONTENTS

24th Street Problems and Possibilities

Introduction

Part I - Lower 24th St. Area, Socio-Economic Summary

Part II - Lower 24th St. Survey Evaluation

Part III - Possible Improvement Methods for lower 24th St.

Conclusion



Introduction

Lower 24th Street, between Valencia St. and Potrero Avenue, is a street of small businesses which serve mainly the south half of the largely Latin American Inner Mission District of San Francisco. The Mission District is unique among Latin American neighborhoods in the United States. Since the early 1950's the Mission has been home to not only Mexican, Cuban or Puerto Rican residents, but also and mainly Nicaraguans, Salvadorans, Guatemalans, Costa Ricans, some Peruvians, some Argentinians, and some people from other Latin American countries. These many Latin nationalities form about 45% of Mission residents. The remaining people are Filipinos, American Indians, Samoans, Chinese, Arabs, Blacks, old-time Italians and Irish and smaller numbers of several other nationalities.

Many of the above ethnic groups are represented in 24th St. businesses.

Today there are both signs of decay and hope on 24th St. The 24th St. problems range from littered, dirty sidewalks; lack of off-street parking; and City garbage cans stuffed with household garbage; to poor bus service and "redlining" by lending institutions which refuse to give business and rehab loans and mortgage financing in the 24th St. area.

The bright side of 24th St. is seen in several colorful, intricate Latin style murals along the street painted by local artists; sidewalk trees planted by the City; sidewalk beautification and widening at 24th and Harrison; general business stability and some profit increases during a general Recession; and the beginning of 24th St. merchants and residents organizing through the Viva 24th Committee. The BART subway, with its most damaging phase finished for the downzoned 24th and Mission Street area, could bring tourists from downtown San Francisco to add to neighborhood shoppers buying on 24th St.

Seeing that 24th St. was halfway between problems and improvement, Mission Planning Council decided to study and publicize the present state of 24th St. and its service area and ways to upgrade it further for the neighborhood's benefit. Part I contains a brief summary of the socio-economic situation in and around 24th St.

Since September, 1975, the Viva 24th Committee, formed by 24th St. merchant residents and community groups, including MPC, has met to form ideas on how to improve 24th St. each month. Not losing any time, the committee requested that MPC staff and volunteers prepare a 24th St. Shopper's Directory. The Directory was put together and will be distributed on 24th St. and throughout San Francisco in February, 1976. Between October and December, 1975 MPC staff surveyed 24th St. merchants to find out their main concerns. The results of that survey are given in Part II of this report. The survey results show that while most 24th St. merchants have worries about the streets physical and business environment, most of them plan to stay there and make some improvements in their business. The survey also brought out many ideas from the merchants on how they would like to participate in strengthening this street of mostly small businesses.

Part III of this report suggests ways that 24th St. merchants, residents and community groups can work to improve the business and physical situation on 24th St. Many of these suggestions come from 24th St. business people and residents and they often emphasize self-help or combining private and public assistance.

MPC is distributing this report in February, 1976 to 24th St. and the Mission District. In late February, if 24th St. people wish, MPC can hold a 24th St. Forum where local people can discuss how they want to go about strengthening the shopping and residential street. The staff of MPC, other community groups and several City agencies are available to help in any such improvement effort.

24th Street Problems and Possibilities

Part I

Lower 24th St. Area

Socio-Economic Summary



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Introduction

The 24th St. Study Area consists of the portion of the Mission District bounded by Army St on the South, Kansas St & Vermont St on the east, 17th St on the north, and South Van Ness, 22nd St, & Valencia on the west. (see map p. 5) The three Census tracts (209, 228, & 229) which make up this Study Area approximate the residential area served by shops and services on 24th St.

Information on population, income, and housing in these three censustracts, from the 1970 Census, is summarized in the following pages and Table 1 (p. 7). Unfortunately, this census information is six years old and if the area is changing as quickly in the 1970's as it has in previous years, some data may now be very much outdated. Additionally, minority groups may have been under counted in the 1970 Census. Thus in the Mission District, some information on population and income may be inaccurate.

Keeping in mind these two cautions, Mission residents and 24th St. merchants can use this information to better understand their community and establish goals for its improvement.

I. Population

1) Ethnic Groups

As of 1970, the 24th St. Study Area had 24,113 residents, just under 1/2 of the total Mission District population. The 24th St. Study Area has the highest percentage of Latin residents in the City (55% compared to 45% for the entire Mission District and 14% for the City as a whole). The Study Area is 6% Black and 8% Oriental (compared to 13% & 14% for the entire City) and 4.5% of the population is listed as "Other" which includes Filipinos, Native Americans and Samoans.

2) Age

Just over 10% of the population of the 24th St. Study Area is age 65 or over. This is slightly less than the average for the Mission District (12%) and considerably less than the overall City average of 14%.

In contrast, nearly 1/3 of the population is under age 18 (32%), which is higher than the Mission District average (27.5%) and significantly higher than the City-wide average of only 23.8%. The 8,000 or more young people in the study area need more public recreation/park space than the 7 acres now existing in the area.

II. Income

1) Lower Incomes

Mission residents have lower incomes than San Franciscans as a whole.

Of the 5,485 families living in the 24th St. Study Area, 1,087 or 20% have incomes below the Federal poverty level, with a medium income of \$7,494 per year. The number of families below poverty level in the 24th St. Study Area is more than twice the City-wide average of 9.9%, and medium incomes are significantly less than the overall City medium of \$10,503 per year.

The total number of persons in the Study Area with incomes below poverty level is 5,464 or 22.7% of the population, and is approximately the same as the percentage for the Mission District (22.0%). It is, however, a much higher percentage than the San Francisco average of 14%.

2) Unemployment

As of 1970, total unemployment in the Mission District was 9.6%, significantly higher than the City-wide average of 6.4%. Since the recent recession, unemployment has climbed 10.7% for the City (Dec, 75). Figures for the Mission District specifically are not available, but neighborhoods with a high percentage of minority people generally have a much higher rate of unemployment and underemployment due to lack of skilled job training, language problems, lower educational levels and occasional discrimination. Thus the Mission District probably now has a very high rate of unemployment, with a direct effect on purchasing power and neighborhood economy in general.

3) Car Ownership

In the Study Area 43.7% of households are without automobiles. Although this figure is lower than the Mission District figure of 50.2%, it is somewhat higher than the City average of 37.6%. Those households without cars especially depend on the immediate commercial area for goods and services.

III. Housing

1) Unit Size

There are 8,409 housing units in the Study Area, 40% of the Mission District total. The Study Area has the highest owner-occupancy rate (20%) of the Mission District which averages only 14%. However, this owner-occupancy figure is significantly lower than the City average of 31%.







Density of residential buildings is lower in the Study Area than in the overall Mission District. The number of single-family residences is higher (24% compared to 14%). The proportion of 2-4 unit structures generally inhabited by families and larger household, is slightly higher than the Mission District figure, and the percentage of structures with 5 or more units is significantly less (32% compared to 48%).

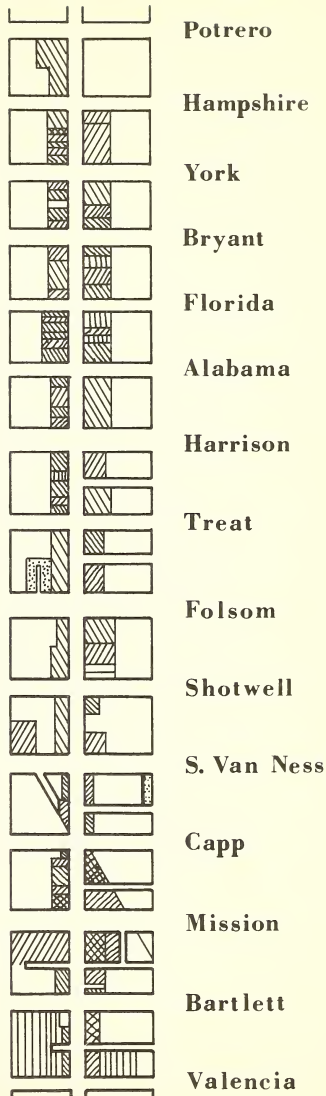
2) Age

Nearly all (86%) of the housing structures in the Study Area are at least 35 years old, and many as old as 75 or 80 years. Over 1/2 have been identified as eligible for Systematic Code Enforcement, showing a need for minor or major repairs for health and safety. In addition, 16% (more than twice

Fig. 1

LAND USE on LOWER 24th ST.

commercial 
residential 
commerc/res 
industrial 
institutional 
public 
scale- 1"= 400'



room), a situation which can accelerate deterioration.

3) Rent

In spite of the high rate of over-crowding, and the age and unsound condition of many buildings, many households are paying a disproportionate amount of income for rent. Although the acceptable figure for rent is considered to be 25% of income, households in the Study Area with incomes below \$10,000 per year paying 25% or more of income for rent total 2,836 or 40% of all households in the Study Area. Households with incomes below \$5,000 per year spend 35% or more of their income for rent.

CONCLUSION

On the whole, the population of the 24th St. Study Area is young, family-oriented and predominately Latin. Incomes are lower than the City average, and consequently a higher proportion of income is spent on essential such as rent and food. Many households are without automobiles and their shopping range is substantially limited to the immediate neighborhood area.

If the merchants' goal is to serve the neighborhood, the commercial services most in demand on 24th St. are those which provide essential commodities such as food, clothing, medicines, and household supplies, especially for families, repair services and the provision of used and reconditioned goods are also needed. Alternatives for buying such as merchant and consumer cooperatives and barter-exchange systems could be explored. Merchants who wish to sell non-essential, luxury items may have to attract customers from a wider market than the immediate neighborhood.

Because of the high percentage of Latinos, stores which provide specialty items such as food imports and Spanish reading materials are popular. More bilingual signs, bus information, and general services could be useful. In spite of the high percentage of children under age 18, at present there are few stores which provide child or teen-oriented goods. This is a potential market for new businesses or expanding older businesses.

Housing stock in the 24th St. Study Area consists mainly of older apartments and flats of 4 units or less. Although many are over-crowded and most are in need of minor repairs, 86% are basically sound and suitable for rehabilitation.

The 24th St. Study Area has a large number of fine older buildings, most in basically sound condition, and with recent renewed interest in Victorian architecture, there is great potential for rehabilitation of these buildings at relatively low cost. An improved appearance can have the two-fold effect of increasing neighborhood pride and attracting new business and customers to the community.

Table 1

Lower 24th St. Study AreaSOCIO-ECONOMIC DATA

I Population

	24th St. Study Area		Mission District		San Francisco	
	Number	Percent	Number	Percent	Number	Percent
White	19,598	81.3	42,104	81.0	510,233	71.0
(Latin)	(13,284)	(55.1)	(23,183)	(45.0)	(101,901)	(14.2)
Black	1,445	6.0	2,713	5.0	95,978	13.0
Oriental	1,977	8.1	4,948	10.0	11,006	2.0
Other	1,073	4.6	2,105	4.0	97,194	14.0
Total	24,113		51,870		714,411	
Elderly	2,523	10.4	6,199	12.0	99,579	14.0
(65 & older)						
Under 18	7,716	32.0	14,264	27.5	159,876	23.8

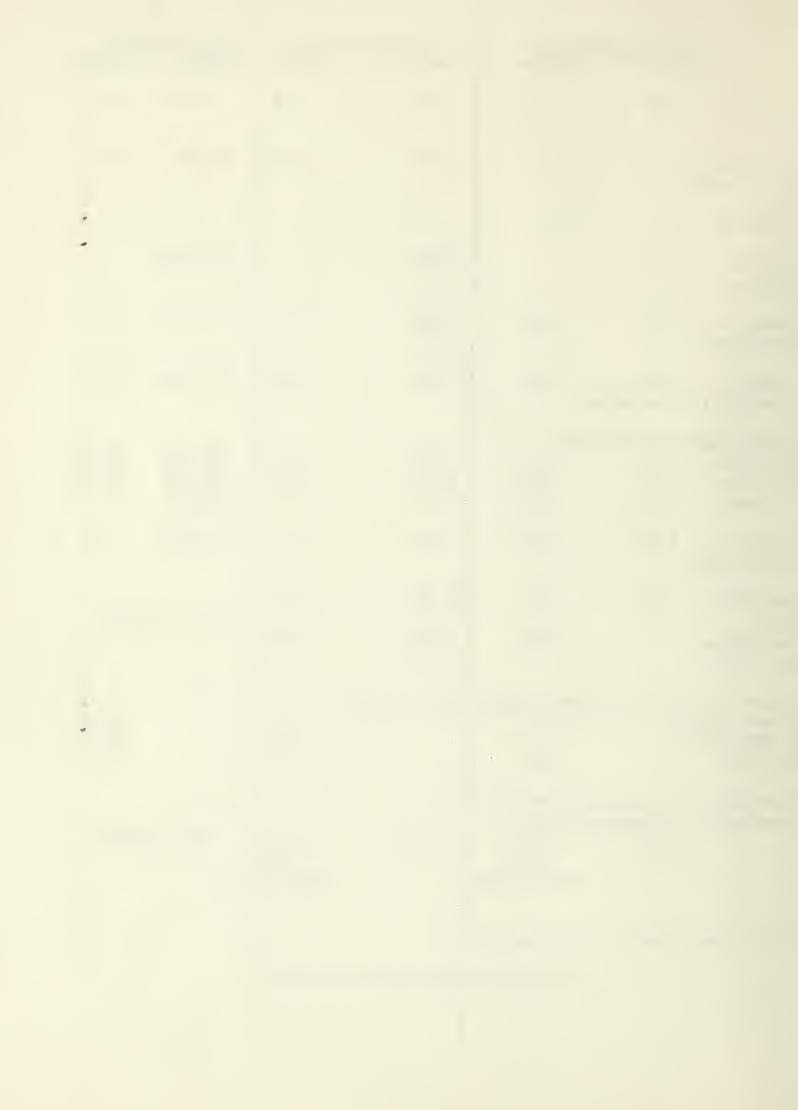
II Income

Families	Number	Percent	Number	Percent	Number	Percent
Total # of families	5,485		11,469		165,342	
Families below poverty level	1,087	19.8	2,124	18.5	16,326	9.9
Median family Income	7,494		\$7,433		\$10,503	
Unrelated Individuals						
Total individuals	3,605		11,721		171,931	
Individuals below Poverty Level	1,092	30.3	3,390	29.0	40,060	23.3
Median Individual Income	\$3,016		\$3,416		\$4,283	
All persons below Poverty level	5,464	22.7	11,534	22.0	100,194	14.0
Total Welfare Recipients	2,554	10.6	5,784	11.1	54,616	7.6

24th St. Study Area			Mission District		San Francisco	
	Number	Percent	Number	Percent	Number	Percent
Unemploy- ment	544	9.1	2,103	9.6	21,764	6.4
Households without cars	3,674	43.7	10,594	50.2	116,816	37.6
III Housing						
Total Hous- ing Units	8,409		21,089		310,364	
Owner Occ- upancy Rate	1,715	20.4	2,947	14.0	97,036	31.3
Housing Units Built 1939 or earlier	7,224	86.3	17,754	84.0	207,725	67.0
Housing Stock Structure Size						
Single Fam.	2,111	24.3	3,159	14.0	102,801	33.0
2-4 Units	3,688	43.6	8,192	38.0	72,401	23.0
5+ Units	2,350	32.0	10,465	48.0	135,181	43.5
Crowded Housing Units	1,406	16.0	2,745	13.0	21,075	7.0
Total SCE* Units	4,578	54.4	12,283	58.0	Not Available	
Hotel Rooms under SCE		99.0	2,902	99.0		
Median Percent of Household Income Spent for Rent						
Income \$5,000/yr. or less	35+			35+		35+
\$5,000-9,999	21.0			21.0		24.0
\$10,000+	11.5			11.5		14.0
Households with Incomes Below \$10,000						
Spending 25% of Income for Rent					Not Available	
	2,836	(40% of	7,880	(43% of		
		Total		Total		
		Households)		Households)		

*SCE- Systematic Code Enforcement

ALL INFORMATION FROM 1970 CENSUS



Lower 24th St Businesses

Vacant or "non-active" stores or lots on 24th St -- 12

Stores or Buildings for Rent or Lease -- 5

Stores, Buildings, or Lots for Sale -- 5

Active Businesses 153

Vacant/Non-active Businesses 12

Total Number of Businesses on Lower 24th St 165

24th Street Problems and Possibilities

Part II

Lower 24th St. Area

Survey Evaluation

Introduction

The 24th St. Merchant's Survey was carried out between October and December, 1975 and evaluated in January, 1976. The surveyors were three MPC planning student interns and one volunteer. They went over the questionnaire with each interviewed 24th St. merchant. If the merchant had time, the surveyors filled out the questionnaire while the merchant gave answers to the questions. Eighty-one or 81% of the approximately 153 active businesses on Lower 24th St. responded fully to the questionnaire. The surveyors also obtained signatures of 95 merchants who wanted to be included in the 24th St. Shoppers' Directory due to come out in February, 1976.

The survey covered the following basic areas: general business information, possible business improvements, possible physical improvements on 24th St. and general comments of merchants on the desired future direction of 24th St. and how to achieve that.

1. General Business Information

1) Kinds of Business on Lower 24th St. (between Valencia and Potrero)

Major categories are

- | | |
|------------------------------|--------------------------|
| 1. Food Stores (15) | 5. Other Businesses (31) |
| 2. Restaurants (10) | |
| 3. Personal Services (15) | |
| 4. Miscellaneous Retail (10) | |

Total of all stores -- 81

Most of the businesses on Lower 24th St. are small, neighborhood-oriented services. Many merchants and staff are bilingual and a large number of restaurants and groceries specialize in Latin-oriented foods. Personal services include laundries, beauty salons, and barber shops. Other retail stores provide a variety of products from books and records to hardware and auto parts.

2) Years on 24th St

Approximately 50% of the businesses on 24th St have been there 5 years or less (some opened as recently as one month before the survey). Thirty businesses (over 1/3 of those surveyed) have been on 24th St more than 10 years, several for as many as 30 to 40 years. Most of the older businesses seem to be clustered towards Potrero Avenue, near the eastern end of the street. The number of new businesses on 24th St may be interpreted as an indicator of increasing vitality, interest, and investment in the street.

3) Store Tenancy

Approximately 75% of the stores are either leased or rented. While this fact may reflect relatively marginal incomes of many store owners, it is not necessarily an indication of high mobility as many merchants have rented for years in the same location, and over 1/3 are leasers, usually on a 3 to 5 year basis.

A high percentage of renters may indicate potential problems in encouraging participation in rehabilitation projects, as absentee owners may not share enthusiasm for projects which will not obviously affect their immediate environment.

Fig. 2

Mission District Bus & B.A.R.T. Routes

Streets——
Routes-----

Army

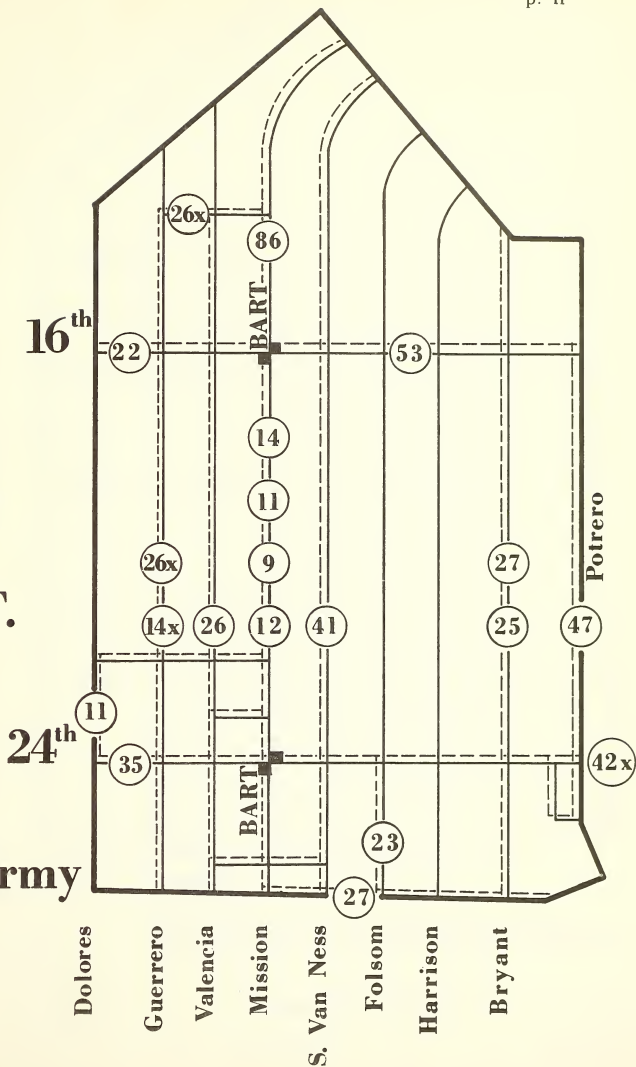
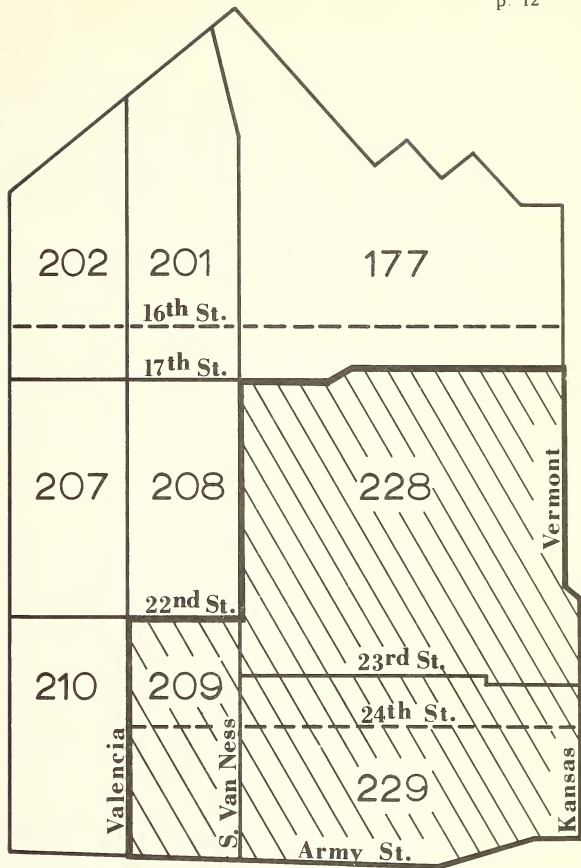


Fig. 3**Mission
District
Census
Tracts****24th St Study Area****Census Tract Boundaries** ———**Streets** - - - -

4) Taxes and Rents

Of those merchants who own their buildings, 15 out of 16 said their property tax has increased in the last two years. Fifty percent of renters indicated that their rents have gone up in the last two years. This rise in taxes indicates an increased economic pressure on property owners, though apparently this pressure has not yet been passed on to the renter in every case either because of leasing arrangements or because of insufficient market demand.

5) Employees

Nearly 75% of the businesses have only one or two full-time employees (including the owner-manager). Commonly, the business will be owned and run by one person who is aided on an irregular, unscheduled basis by members of his/her own family.

Small staffs and the necessarily long work hours in many of the smaller businesses can have both positive and negative effects in terms of the potential for organization of 24th St merchants. Although long hours may prevent merchants from attending organizational meetings, direct contact with business proprietors to discuss and give notice of community issues is made easier by the fact that business owners are frequently at their stores.

6) Deleted.

7) Business Profits and Gross Sales

Approximately 50% of those who answered this question are making about the same profit as two years ago. Fourteen have seen an increase in profits (only 2 of these more than a 20% increase) and 20 have seen a decrease (7 more than 20%--a few as high as 60 to 70% decrease).

The profile shows a somewhat stagnant economic situation and in certain areas possibly a slight deterioration. Comments from merchant indicate that many businesses are only marginally profitable and sensitive to competition, to changes in location and to the general effects of inflation/recession ("stagflation") which have hit hard in lower-income areas. There is some indication that 24th St. businesses supplying bargains on essential items (thrift stores, used appliances, etc.) have benefited from the need for household budget-cutting.

9) Store Remodeling

Approximately 2/3 of the businesses surveyed have done some type of interior remodeling in the last two years. For the most part, these are necessary repairs (plumbing, wiring, etc.) and small changes to enhance effectiveness of business (new counters, work areas, etc.). Many merchants have repainted interiors, indicating an interest in enhancing the appearance of their business within a limited budget.

Only about 30% have done any exterior remodeling in the last two years. To some extent, this probably is due to the high renter population and to the higher cost of exterior remodeling.

One-half have no plans at present to do more remodeling. Those who do, plan more small interior repairs and repainting. Many merchants mentioned budget problems or expressed the opinion that the buildings were not worth a major rehabilitation.

- 10) Deleted
- 11) Business Loans

Over 3/4 of the merchants have never attempted to get a loan for rehabilitation or economic improvements. This may be due either to budget limitations or to a distrust of or disillusionment with low-cost government-sponsored loan programs.

Those who have attempted and had difficulty getting loans indicated a reluctance of private financial institutions to invest in the Lower 24th St area, and frustration with the red-tape involved in obtaining government loans.

- 12) Staying on 24th St

Approximately 80% of the merchants say they plan to remain on 24th St. Although many merchants expressed positive feelings about the atmosphere of the neighborhood and their good relations with customers, others commented that they cannot afford to move even if they wanted because the move itself would be too expensive. Of course, many of the businesses are Latin-oriented and must stay on 24th St in the Latin Mission District.

- 13) Suggestions for New Businesses

Most merchants did not have specific suggestions for new businesses, expressing satisfaction with the types of stores presently in the area and a general preference for more of the same. Most frequently suggested as possible new businesses were neighborhood-oriented services such as another variety store (3), clothing stores (5), a book store (3) another bank (3), a post office (3), a supermarket (5), and various social services (6) such as a health clinic, a community social lounge (not a bar), and a senior citizens' center.

- 14) Businesses which are not Necessary or are Undesireable

Most frequently listed by merchants as undesirable for 24th St were "big businesses" and chain stores (6), auto-oriented businesses (4), bars (17), porno book stores (15), pool halls (2), and second-hand stores (7). In addition, many merchants felt that there are already too many restaurants (7) and small groceries (2) on 24th St, and that a more diverse offering of goods and services would be better.

- 15) Positive and Negative Changes on 24th St in Past 5 Years

<u>Positive Changes</u>	<u>Negative Changes</u>	<u>Both</u>	<u>Stayed Same</u>	<u>No Comment</u>
32	19	6	8	15

In general, merchants felt that the 24th St area has undergone an overall improvement in the last 5 years. Merchants felt that businesses have become more active with fewer vacancies. Many cited physical improvements such as tree plantings (10), murals (5), the mini-park (5), and the cleaning and painting of buildings as evidence of the upgrading of the area.

Most frequently cited negative aspects were general "lack of respect" for the area as shown by litter (6), vandalism and other street crimes (8). Although economic problems caused by the Recession were often mentioned (10), the general feeling seemed to be one of optimism for the future of 24th St.

Business Improvements

1) Financial Advice/Assistance Center

Opinion was about evenly divided here with 1/3 saying a center was very necessary and another 1/3 calling it "necessary". Some suggestions were that the "center" be more of a call-line set-up than a formal office. Many expressed a distrust of any government-sponsored center, preferring to have it organized and staffed by a private merchant cooperative arrangement.

2) Business and Rehabilitation Loans

Over 3/4 of the merchants felt that more and easier loans for business development were necessary or very necessary. As in Question (1), a preference was often expressed for privately organized rather than government-administered loan programs.

3) Off-Street Parking

This was one of the highest priority problems identified in the survey. Two-thirds said it is "very necessary", another 20% said "necessary". Merchants complained of double-parked vehicles blocking traffic and discouraging traffic from the street. They commented that lack of parking discouraged customers from other areas of the City and complained of lack of parking and meter problems for merchants' vehicles.

4) Truck Delivery/Loading Areas.

Nearly one-half felt that more loading zones were unnecessary.

5-8) Police Protection

Strong feelings, both positive and negative were expressed in response to this question. Approximately 1/2 felt that more police protection was very necessary. Interestingly, another 1/3 felt that it was not necessary. A strong preference for foot patrols (59 out of 79 said "very necessary" or "necessary") over car patrols (44 out of 78 said "not necessary") was shown. As to faster response, opinion again was quite divided with 34 saying "very necessary" and 26 saying "not necessary".

9) Night Hours

Opinion was divided but basically inclined to "not necessary", with approximately 40% giving this response. Comments contrasted a concern with potential noise from nighttime businesses to positive feelings about a decrease in crime due to increased foot traffic generated by businesses open at night.

10) Improved Window Displays/Signs/Awnings

Over 1/2 said "very necessary", another 25% said "necessary". This would be a relatively inexpensive method of bringing more color and cheer to the external appearances of 24th St businesses.

17) 24th St Bargains and Sales

Opinion was evenly divided. Generally, there was a positive response but most 24th St merchants did not feel it was a high-priority item.

Physical Improvements

1) Sidewalk Improvements

One-half said "very necessary", another 1/3 said "not necessary". The key problems were felt to be a lack of maintenance of existing sidewalk trees and paving. Most interest was in getting more wooden or concrete benches and more trees. Several years ago, the City planted trees along 24th St. Most of the trees have done well and are appreciated, but there seems to be a desire for more trees.

2) Ethnic Style Sidewalk Improvements

One-half said such improvements were "not necessary". There seems to be more interest either in emphasizing the multi-ethnic aspect of the neighborhood (Latin, Filipino, Arab, Irish, Italian, etc.) rather than its Latin flavor, or in de-emphasizing any particular ethnic style.

3) Public Transit Improvements

Over 1/2 said these were "very necessary". The most frequently expressed needs were:

- 1) More frequent buses
- 2) Better bus shelters and benches--some noted that since the Mission has especially good weather, benches can double as "sunning spots" for the elderly and others.
- 3) Better route and schedule information--some merchants and neighborhood groups suggested that bilingual information would not only aid the mobility of the non-English speaking, but could also be of interest to outsiders by helping identify the area as a Latin community.

4-7) Street and Sidewalk Litter

Merchants on 24th St felt that litter clean-up was a high-priority item. At least 2/3 answered "very necessary" to each of these questions. Some suggested solutions were to have some kind of community educational campaign against litter, to encourage merchants to hire grade school or high school students to clean their sidewalks (which might have the indirect benefit of increasing "litter consciousness" among the young) and to encourage high-litter generators such as some fast-food establishments to actively participate in regular clean-ups.

Many merchants complained that some families use public litter cans to dispose of their household garbage in order to avoid trash collection bills. One respondent suggested that free trash service be provided to low-income families. Alternatively, San Francisco trash collection could be paid by an add-on property or sales tax as it is in many American cities, rather than on an individual basis to private garbage collectors as in San Francisco.

Street lighting

Nearly 1/2 felt that better lighting was important. Comments were that this would not necessarily mean more lamp posts, but preferably stronger, more efficient lights on the existing posts.

Building Rehabilitation

Approximately 2/3 said "very necessary" in regard to exterior rehabilitation and 1/2 felt that interior rehabilitation was "very necessary". Comments indicate that while merchants feel the need for facade as well as health and safety improvements, many feel that because they are not the building owners they have little control over exterior or major structural rehabilitation.

10) Architectural and Interior Design Assistance

Over 1/2 said that some type of design assistance was "very necessary". As in the question on a financial assistance center, 24th St merchants seemed to prefer private or community-sponsored center rather than a government-sponsored organization.

11) More Murals

The opinions on murals are interestingly split--3/4 said "very necessary" 2/8 said "not necessary". However, many of those who said more murals on 24th St were unnecessary objected primarily to the political messages of some existing murals, rather than the presence of the murals. Many merchants located near murals commented that they drew people from outside the area to their stores.

12) Another Mini-park

Again, opinion was split--nearly 1/2 felt another park was "very necessary" while 2/6 said "not necessary". Many felt that a park near the western end of the Street, toward South Van Ness or Mission St, was most needed.

13) Street Fair

Reactions to this suggestion were quite favorable--almost 2/3 said "very necessary". Some suggested that a 24th St Fair coincide with the Cinco de Mayo celebrations which are already well publicized throughout San Francisco. In a 24th St Fair, parts of the Street could be closed for one or two days on a weekend and allow local merchants, residents, and neighborhood groups to present their merchandise, arts and crafts and publicity. Local rock, Latin and other ethnic music groups could provide entertainment.

IV. General Comments

Future Directions for 24th St

Merchants preferences were as follows:

- 1) 24th St should remain a neighborhood shopping area -- 16
- 2) 24th St should concentrate on trying to attract tourists and other shoppers from outside the immediate area -- 9
- 3) 24th St should concentrate on serving residents in the immediate neighborhood but should also try to attract tourists and outside shoppers--41

Comments on the direction that 24th St should take in the future covered the whole spectrum from keeping it exclusively a neighborhood shopping area to developing 24th St into a tourist area similar to Chinatown and attracting shoppers from all over the country. The most favored response was for some sort of combination of the two alternatives-- that is, merchants should concentrate on serving Mission residents but should also work to make the area more attractive to outsiders as well. A comment frequently expressed was that making the area cleaner, safer and more pleasant for residential shoppers would also enhance its attractiveness to outsiders. It was also mentioned that wealthier shoppers from outside the area would benefit the economy of 24th St and these benefits would ultimately improve the economic situation for the whole community.

Many merchants felt that an increased emphasis on Latin cultural specialties and Latin-oriented services would attract Latin customers from the entire Bay Area.

24th Street Problems and Possibilities

Part III

Possible Improvement Methods

for

Lower 24th Street

Possible Improvement Methods
for
Lower 24th Street

The preceeding sections on 24th St Socio-Economic Data and on the 24th St. Survey, show what some of the main problems are for merchants and residents on Lower 24th St., between Valencia St. and Potrero Ave., and some basic directions they want to take to improve the street.

This section outlines major public private sources of funds and other assistance for reducing some of the major economic and physical problems on Lower 24th St. MPC presents this list of possible improvement methods for you, the merchants, residents and community groups of 24th St. to look over and to help you decide how you want to work on reducing the problems of 24th St.

You, the people of 24th St., can look over the improvement possibilities. If you want, a 24th St. meeting can be held where you can choose the improvement methods that you and others want to use for the economic and physical improvement of 24th St.

This section, Part III, presents:

1. Basic business and physical needs of 24th St.
2. Private and public (governmental) sources available to satisfy these needs.
3. The services offered by each source of improvement.

Contact Mission Planning Council for details on the services, addresses and phone numbers of improvement sources mentioned in this list.

CONTENTS

Possible Improvement Methods for Lower 24th Street

I. Economic Improvement Methods

1. More Business Information and Promotion
2. More Business Management Counseling and Training
3. More Job and Skills Training
4. More Business Income and Assistance
5. More 24th St. Merchant's Coordination
6. More Fair Taxation
7. Affordable Rents
8. More Police Protection

II. Physical Improvement Methods

1. More Exterior and Interior Building Rehabilitations
2. More Attractive Window Displays, Store Signs and Awnings
3. More Murals
4. Another Mini-Park
5. More Off-Street Parking
6. Sidewalk Beautification
7. Better Public Transit Facilities and Schedules
8. Cleaner Streets
9. Cleaner Sidewalks
10. Stronger Street Lighting

I. Economic Improvement Methods

1. More Business Information and Promotion

Need: Some 24th St. merchants have said that they want more information on existing and potential neighborhood, city, regional, state and national business conditions, markets, favorable business locations, employment, taxes, business assistance methods and programs.

Other Needs: lower cost or free market studies to study the feasibility of setting up new businesses or expanding existing businesses into new products and services.

Need more available information on city and other government hearings, regulations and processes related to starting and operating businesses.

Need more promotion publicity of 24th St. businesses, services, ethnic diversity and convenient location.

Improvement SourcesServices

(Contact MFC staff for details on the following agencies)

24th St. Merchants and Community groups	Buy newspaper, T.V., and radio ads (individually and jointly), sponsor annual shoppers Directory, fairs, sales monthly Merchants' Newsletter
Mission Merchant's Association	Same as above.
Mission Business Development Center	Same as above & info. on SBA & EDA loans.
Mission Economic Development Assoc. (MEDA)	Same as above & mainly info. on SBA loans.
Mission Planning Council	Present & projected Mission District land use business conditions & referral to above agencies. Mission District business promotion with local agencies & merchants.
S. F. Mayor's Office of Economic Development	S. F. business information & promotion.
S. F. City Planning Department	Info. on present & projected S. F. land use & business conditions.
Greater S. F. Chamber of Commerce	S. F. & Mission District business info. & promotion.
BART (Bay Area Rapid Transit District)	Possibly assist 24th St. public

Improvement Sources

Services

21

Latin American Consulates in S. F.

Possibly consulates can distribute publicity of 24th business-
es. Consulates can help communications with Latin American businesses & governments.

California Dept. of Commerce, S. F.
Office of Field Operations, Domestic
& International Business Administration.

State business info./promotion
& assist local business info./
promotion.

2. More Business Management Counseling & Training

Need: More available advice and assistance to merchants in business management, purchasing, sales, profit increase; bank and government loans, grants and other business development methods and programs.

Possible 24th St. Business Advice Center-some 24th St. merchants might benefit from a 24th St. Business Advice Center which could be located on 24th St., perhaps at the office of an existing community agency. The Business Advice Center could be staffed by volunteer merchants and community workers who could provide free advice to individual 24th St. merchants on the small but important details of how they could economically and physically improve their businesses, attract more customers and earn greater profits. The Business Advice Center worker could visit businesses requesting assistance, to look at the details of the business's decor, services, selection of merchandise and operations procedures. Based on that report the Center workers could advise 24th St. merchants on how to improve their businesses and increase profits, sometimes with only minor changes. 24th St. merchants may want to discuss the possibility of setting up such a Business Advice Center.

Improvement Sources

Services

24th St. Merchants, Mission Family Center, other community groups & possibly Bay Area university & college Business students.

Possible operators of a 24th St. Business Advice Center & of business management operations classes.

Association of Latin American Businessmen

Management assistance & business development.

Mission Business Development Center

Same as above.

Mission Economic Development Assoc.

Same as above & especially related to SBA loans.

Greater San Francisco Chamber of Commerce

S.F. Management assistance & business development.

Office of Minority Business Enterprises,
U.S. Dept. of Commerce

Same as above but for minority businesses.

Small Business Administration (SBA)

Same as above but for small businesses seeking SBA loans.

3. More Job & Skills Training

Need: More low-cost or free on-the-job, pre-employment and classroom training of small business employees and managers for existing, expanding or new businesses. Increase work opportunities for minority, veteran, handicapped and disadvantaged people.

Improvement Sources

Services

OBECA/Arriba Juntos

Free & low-cost job & skills training for mainly Mission District & Spanish-speaking business employees & managers.

Mission Language & Vocational School

Same as above.

Mission Hiring Hall

Job referrals, counseling & improving job opportunities.

Mayor's Office of Employment & Training

Same as above but mainly for employees and serving all of San Francisco. CETA public service jobs for unemployed.

4. More Business Income & Assistance

Need: More market-rate and government-subsidized business assistance loans, grants, loans and lease guarantees; insurance; loan and mortgage refinancing to assist business purchasing, operations, rehabilitation, expansion, construction, leasing and mortgage payments. Need more government financing of public works which encourage business development.

Need more contracts for services, labor and products from local business community. Need more locally owned, environmentally acceptable franchises and dealerships.

Need more income among local shoppers (from more and better employment see Section 3 above). Need more publicity of local business community to bring shoppers from outside neighborhood (see Section 1 - More Business Information and Promotion).

Improvement Sources

Services

24th St. Merchants

Can apply or push for all types of financial assistance listed below.

Local Commercial Banks & Savings & Loans Association (Pressure from merchants & community groups required to obtain loans from some lending institution)

City, State & Federal Funds
Possible leveraging source for business ownership program to increase store ownership rate on 24th St. (now only 25%)

Mission Business Development Center
EDA-U.S. Economic Development administration)

Mission Economic Development Association (MEDA)

Office of Minority Business Enterprise (OMBE), U.S. Dept. of Commerce

5. More 24th Street Merchants Cooperation

Need: Cooperative purchasing, street-wide sales, annual fairs, contests, carnivals, seasonal decorations, store or restaurant bargains.

Improvement Sources

24th St. Merchants

24th St. Merchants, Mission Block Club Organization & Mission Merchants Association.

Association of Latin American Businessmen, Mission Planning Council, Mayor's Office of Economic Development

S. F. City Planning Dept. & Office of Community Development

S. F. Publicity & Advertising Fund (Hotel Tax), Office of S. F. Chief Administrative Officer.

Business Assistance Loans & Mortgage Financing.

Use funds to 'leverage' lower interest business loans & mortgage financing from local lending institutions.

SBA Business Loans
EDA Business & Technical Assistance Loans.

SBA Business Loans (with new, more flexible SBA loan guidelines).

Direct & indirect business loans & purchasing, franchise & dealership loans.

Services

Cooperative purchasing, sales celebrations.

Block Clubs can assist 24th St. merchants wanting to organize as a group for neighborhood improvement.

Advice, publicity & assist merchants with cooperative efforts & City regulations

Neighborhood Bicentennial Program-1976&77 for street celebrations & physical improvements. Neighborhood Initiated Improvement Program-for physical improvements only.

Possible funds for 24th St. Annual Fair.

6. More Fair Taxation

Need: City taxation which does not unfairly favor large businesses over small businesses and homeowners. Taxation which does not discourage rehabilitation of buildings.

Improvement Sources

S. F. Assessor's Office, Assessment Appeals Board, S. F. residents, businesses, and S. F. Coalition of Neighborhoods.

S. F. Board of Supervisors

Services

S. F. residents and groups can pressure city to avoid unfair tax burdens on small businesses & homeowners.

Do same as above & pressure State legislature to amend laws to encourage property rehab.

7. Affordable Rents

Need: Store and housing rents on 24th St. which 24th St. businesses and residents can afford.

Improvement Sources

S. F. Public Housing Authority & possibly Mission Housing Development Corporation

S. F. Board of Supervisors

S. F. City Planning Dept., Planning Commission, Permit Appeals Board & Board of Supervisors

Services

Federal Section 8 Housing Assistance Payments for housing rent subsidies.

Set up a City Rent Grievance Board to decide more serious rent complaints.

Use City zoning laws to prevent replacement of small 24th St. businesses by fewer, larger businesses.

8. More Police Protection

Need: Increase police patrols of 24th St., especially at night and on foot. Speed up response time of police to reported crimes. According to 24th St. Survey (see p. 15), 24th St. merchants want police to walk in the neighborhood, and not drive cars so much, so they can get to know people better and be more available. Returning police to foot patrols would go back to a past American custom and also the present British police system where policemen stroll around neighborhoods, become friends with local people and even act as counselors with family and neighborhood problems.

Improvement Sources

Mission Police /Community Relations Group

S. F. Police Dept. & 24th St. Area Merchants & Residents.

Services

Encourage & assist improved police service.

Citizen Safety Project (operating as of April, 1976) - crime prevention training for neighborhood groups & individuals. Police & Community groups may want to expand project to include citizen patrols.

II Physical Improvement Methods

1. More Exterior and Interior Building Rehabilitations

Need: More rehabilitation, repainting and reconstruction of 24th St. commercial and commercial/residential buildings, especially of more prominent buildings. Multi-color painting of buildings can emphasize Victorian architecture and ethnic backgrounds.

Improvement Sources

(Contact MPC staff, for details on the following agencies)

Services

Mission Housing Development Corporation (Low & Moderate Income Rehab, Home Ownership, Condominium, Cooperative Housing & Housing Counseling Programs for Resident Owners).

Lower interest loans for commercial/residential building occupied by owners.¹

Mission Business Development Center

SBA Business Rehab/ Expansion Loans.

Mission Economic Development Assoc.

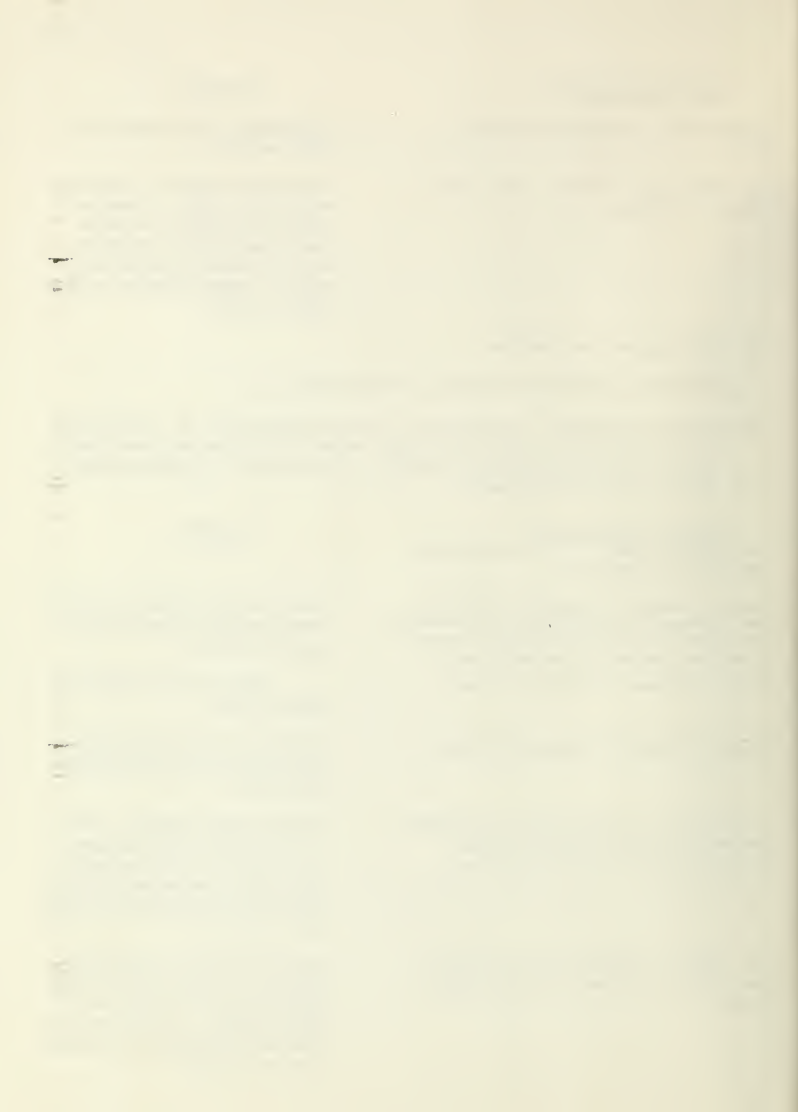
SBA Business Rehab/Expansion Loans (with new, more flexible guidelines).

Local Banks & Savings Loans Associations, Government Funds & Pressure from Mission groups & 24th St. Merchants

Mission District groups & 24th St. merchants could encourage City & others to lend funds to 'leverage' more business rehab/ expansion loans from local lending institutions.

S. F. Bureau of Building Inspection (BBI), City Attorney's Office & Board of Supervisors

Enforce building & safety code requirements; jail long-delaying landlords of hazardous apartment buildings; use BBI Revolving Fund to make repairs and charge to owner's taxes.



Local Building Painters & Restorers

Do some demonstration, free paintings & restorations of 24th St. buildings. Encourage other property owners to fix up their buildings.

S. F. Bay Area Architecture Students & Community-oriented architects/designers. (working with MPC)

Provide free designs & building rehab drawings for 24th St. merchants. Estimate rehab possibilities of commercial/residential buildings.

2. More Attractive Window Displays, Store Signs and Awnings

Improvement SourcesServices

24th St. Businessmen

Private investment.

3. More Murals

Need: More Latin American, Chicano and other ethnic wall murals on sides of buildings on or near 24th St. However some merchants have said that they want ethnic murals with fewer political and violent messages.

Improvement SourcesServices

24th St. building owners and tenants

Consent & sometimes financial assistance for murals.

S. F. Neighborhood Arts Program

Funds for muralists and materials.

National Endowment for the Arts

"City Options" grants for murals

4. Another Mini-Park

Background: A very successful, heavily used mini-park was built on 24th St. between Bryant and York in 1972. Some 24th St. merchants and residents have shown interest in having another mini-park, built on 24th St. between Bryant and Mission streets.

Improvement SourcesServices

S. F. Rec-Park & City Planning Depts.

Proposition J funds for acquisition, development & maintenance of parks.

California Parks & Recreation Dept.

Urban park acquisition/development funds (possibly for 1976 only)

U.S. Land & Water Conservation Fund
(U.S. Bureau of Outdoor Recreation- BOR)
BOR channels funds thru State & City

Same as above & helps get private donations of park lands.

S. F. City Planning Dept. & Office of
Community Development

Funds from Neighborhood Initiated Improvement Program & Neighborhood Bicentennial Program for small improvements in parks.

S. F. Department of Public Works -
Community Garden Program

Helps obtain use of garden sites; provides some materials & gardening instruction.

5. More Off-Street Parking

Need: At present there is almost no off-street parking on 24th St. There are two empty corner lots on 24th St. which some merchants have suggested could be used as public parking lots. The parking lots could be shielded from 24th St. with bushes, trees and benches.

Improvement Sources

Services

S. F. Parking Authority

Funds to buy or lease land & construct public parking lots.

6. Sidewalk Beautification

Need: The sidewalks on Lower 24th St. are in generally poor condition-cracked, dirty, littered. The sidewalks on or next to 24th St. could be beautified with improvements such as: benches, planter boxes, landscaping (bushes, flowers, etc.) new lamp posts, trash receptacles; brick, aggregate concrete or colorful mosaic stone paving; small fountains, community bulletin boards and kiosks, flag poles; small tables and benches for playing chess, etc.; or drinking fountains. These improvements could be designed in non-ethnic or ethnic style such as Latin American style.

Also prominent entrances arches to Lower 24th St., built in wrought iron, stucco or other materials, could be erected on 24th at Mission St. and Potrero Ave., to strongly define the boundaries of the shopping street and advertise it to more customers.

The Viva 24th Committee, assisted by MPC, already won \$2,700 from the City Planning Department's Neighborhood Initiated Program for 1976 to award, in the form of public physical improvements, to competing 24th St. merchants who make improvements (interior or exterior) on their businesses.

Improvement Sources

Services

S. F. City Planning Dept. & Office of
Community Development

Neighborhood Initiated Improvement Program (NIIP), Neighborhood Bicentennial Program.

S. F. City Planning Dept., City Engineer's
Office & Bureau of Traffic Engineering

Assist planning, design & execution of street beautification.

S.F. Neighborhood Arts Program

Assists design & funding of fountains, trash cans, etc.

S.F. Gas Tax Funds

Funds for tree planting, widened (bulbed) sidewalks & new street lighting funds hard to get.

Special Assessment District (Additional tax on merchants if 50% agree) pays for beautification)

Funds for benches, low-level street lighting, landscaping, sidewalk reconstruction & maintenance.

24th St. Merchants & Property Owners

Pay for sidewalk beautification in front of their stores.

Mission Planning Council

Information & advice on City beautification programs and designs.

S.F. Bay Area Architecture Students

Students contacted by MPC provide beautification design assistance to groups & individuals.

7. Better Public Transit Facilities and Schedules

Need: At present one bus line, the 35-Eureka, runs the full length of 24th St. between Potrero and Valencia. The 35-Eureka buses should pass by about every 11 minutes (day-time) but usually take longer. Some merchants and community groups have said they want more frequent, less noisy buses; mini-buses; schedules posted on 24th St. in Spanish and English; and more bus benches and shelters.

Improvement Sources

City Departments, Commissions, Neighborhood Organizations

BART (Bay Area Rapid Transit) & Neighborhood Organizations

See above Section 6- Street Beautification

Services

Neighborhood groups can request & demand that MUNI improve bus facilities & service & that Board of Supervisors & PUC provide funding according to its "Transit First Policy". City Planning Dept. will assist transit planning.

Neighborhood groups can demand that BART provide bilingual signs, free transfers from BART to 24th St. buses; reduced fares for lower income people, etc.

Other sources of funds for bus shelters, benches, signs, & .

Jitney Drivers, City Government and
24th St. people

street or lane redesigns to improve transit.

If requested by 24th St. people, the City might grant permits to jitney drivers, now only on Mission St., to drive their microbuses on 24th St. to provide more frequent, cheaper service than buses.

8. Cleaner Streets

Need: 24th St. could be cleaner if the City government would provide better service and work more on the matter with local merchants, residents and neighborhood groups. Mission District people could work more on keeping sidewalks and streets clean.

Improvement Sources

S. F. Bureau of Street Cleaning (Dept. of Public Works); Board of Supervisors, Mayor and Neighborhood Groups

S. F. DPW, Planning Dept. & Neighborhood Groups

Local Schools, Churches, Block Clubs & Other Neighborhood Groups

City Gas Tax Funds

Services

Neighborhood groups can push City agencies for better funding & efficiency of street cleaning personnel & equipment.

Neighborhoods & City agencies can work out & carry out better parking & cleaning methods.

Educate local residents & businesses on anti-litter laws & on needs & ways to keep streets clean.

For street cleaning, City uses these funds for cleaning & few funds left.

9. Cleaner Sidewalks

Need: Many sidewalks on Lower 24th Street are littered with paper, boxes, cans bottles, dog litter and food.

Improvement Sources

See above, Section 8- Cleaner Streets

24th St. Merchants & Residents

Services

Various methods of getting cleaner streets.

Clean sidewalks daily & pay for sidewalk trash cans.

Major 24th St. Litter Producers (Like fast food restaurants)

Major litter producers could provide cleaning equipment and pay youths with merchandise (like ice cream or hamburgers) to clean sidewalks everyday.

S.F. DPW Police Dept. & Neighborhood Groups

Increased publicity & stricter enforcement of City's anti-litter laws & leash laws for dogs.

S.F. Board of Supervisors & S.F. Voters (with possible push from S.F. Coalition of Neighborhoods)

Create add-on property tax to pay for public garbage collection instead of individual payment for private collection.

S.F. City Planning Dept., Office of Community Development & Neighborhood Groups

More & better trash receptacles from Neighborhood Initiated Improvement, Neighborhood Bicentennial Program & general Community Development Funds.

10. Stronger Street Lighting

Need: Some merchants and residents feel that 24th St. would look more cheerful and be safer at nighttime if there was brighter, low-level lighting along the street.

Improvement Sources

City departments & Neighborhood Groups

See above, Section 6 - Sidewalk Beautification

24th St. Merchants, S.F. Dept. of Public Works & City Planning Dept.

Services

Discuss, & if desired, seek funds for low-level, non-glaring lighting on 24th St.

Other sources of funds for improved street lighting.

Funds & cooperation to place decorative strings of lights on 24th St. poles & trees. Increase cheerfulness & safety. Less expensive than new light poles & lamps.

Conclusion

Future Directions of Lower 24th St Merchants

This report has shown what you, the Lower 24th St merchants, feel are some of the major economic and physical problems of your street. The report also mentions some of your ideas for improving the street.

The 24th St Survey showed a generally stable, although somewhat stagnant, economic situation among 24th St businesses:

- * About 50% of 24th St businesses are making the same profit as two years ago (taking inflation into account). Only 18% are making larger profits than before.
- * About 2/3 of businesses have done inside remodeling of stores. Because of higher renter populations, only about 1/3 of businesses have remodeled out-sides of stores.
- * About 80% of merchants plan to stay on 24th St. Most stay because their customers are nearby and they like the area, but some would leave if they could afford to.

Despite the somewhat uncertain economic state of 24th St at present, the merchants have some strong ideas about how to improve the situation:

- * About 2/3 of 24th St merchants want some sort of Business Advice Center on 24th St.
- * 74% of 24th St merchants want more police patrols on foot rather than in cars.
- * About 2/3 of businesses want more sidewalk beautification.
- * More than 50% want improved public transit.
- * Over 2/3 feel that better sidewalk clean-up and litter control is "very necessary".
- * Almost 2/3 feel an annual street fair is "very necessary".

For a basically stable street such as 24th St which shows gradual signs of business and physical improvement, self-help among merchants and obtaining better City services will probably improve things faster than any large urban renewal or any grand, overall plan for rehabilitation and new construction. Thus, no such large redesign plans are presented in this report. Exterior and interior redesign of individual 24th St buildings is already going on--UC Berkeley students are doing designs for merchants who ask for that assistance.

From this report and your own experiences, you, the 24th St merchants, now know generally what you want as a group for 24th St improvements.

The major remaining question then is: how willing are you, the merchants, to get involved in improving your street, both economically and physically?

Thus, as a conclusion to this report, we ask you, the merchants of 24th St, how much are you willing to work with fellow merchants, residents and community organizations, to get the improvements needed on 24th St?

If you are interested, please answer the following short questions and send your answers back to Mission Planning Council (2501 Bryant St, San Francisco, CA, 94110). If enough interest is shown, a 24th St Meeting can be set up where merchants and other local people can decide how to organize and what to push for first in improving 24th St.

1. 24th St Business Advice Center.

Would you or someone in your business help sometimes to run a 24th St Business Advice Center on 24th St (as suggested on p. 21), run by 24th St merchants and community assistance organizations?

_____ Yes _____ No _____ Maybe

Do you want such a Center to be in the office of an existing community organization?

_____ Yes _____ No _____ Maybe

2. Campaign against Bank "Red-lining".

Do you or someone in your business want to work with community organizations to stop "red-lining" by banks (not giving loans in areas like the Mission)?

_____ Yes _____ No _____ Maybe

3. 24th St Annual Fair.

Would you or someone in your business help arrange and produce an annual 1 or 2 day fair (or carnival) on 24th St, including closing the street for 2 or 3 blocks?

_____ Yes _____ No _____ Maybe

Do you want the fair to be for:

_____ Saturday/Sunday

_____ The whole weekend

_____ 5 de Mayo

_____ Some other holiday

4. 24th St Merchants Association?

Do you or someone in your business want to help organize and/or participate in a Lower 24th St Merchant's Association in which merchants could work on their own business problems?

_____ Yes _____ No _____ Maybe

Or would you or someone in your business want to help start a 24th St Merchant's Division of the Mission Merchant's Association?

_____ Yes _____ No _____ Maybe

If there was a 24th St Merchant's Association, would you or someone in your business attend monthly meetings at lunchtime? _____ evening? _____ other time? _____ and on which day of week? _____ Would not attend _____ what time? _____

5. 24th St Sales.

Would you participate in 24th St sales or specials?

_____ Yes _____ No _____ Maybe

If yes, how often would you want to participate in sales?

_____ Once a week _____ Once a month _____ Once or twice a year

6. Store Improvements.

Would you be willing to pay for more attractive window displays, signs, and awnings for your business?

_____ Yes _____ No _____ Maybe

7. Vacant Lots.

What do you want most on the vacant lots at 24th St and Harrison and at 24th and Bryant?

24th and Harrison 24th and Bryant

_____	_____	A public parking lot.
_____	_____	A mini-park.
_____	_____	Combination parking lot and sitting area.
_____	_____	Stores.
_____	_____	Stores and Housing.
_____	_____	Other.
		(Write here what it would be).

8. Christmas lights.

Do you want Christmas lights on 24th St?

_____ Yes _____ No _____ Maybe

Would you be willing to help pay for the Christmas lights on 24th St?

_____ Yes _____ No _____ Maybe

9. Sidewalk Improvements.

Which 3 of the following sidewalk improvements do you want most for 24th St? Mark just 3 blanks or none if you are not interested.

_____ More trees.
 _____ More street lights.
 _____ Benches.
 _____ Planter boxes.
 _____ Drinking fountains.
 _____ Decorative fountains.
 _____ Textured or colorful paving.
 _____ 24th St entrance archways.
 _____ Ethnic street decorations.

Are you willing to pay, with other merchants, for 50% of the costs of the above improvements?

_____ Yes _____ No _____ Depends on cost

10. Public Transit.

Would you or someone in your business work with community organizations in pushing for more frequent buses on 24th St?

_____ Yes _____ No _____ Maybe

Do you want jitneys (like on Mission St) on 24th St?

_____ Yes _____ No _____ Maybe

11. Crime Prevention.

Would you or someone in your business go to evening crime prevention classes run by the S.F. Police Department's Citizen Safety Project (operating as of April, 1976)?

_____ Yes _____ No _____ Maybe

12. Sidewalk Litter.

Would you or someone in your business clean your sidewalk every morning?
 _____ Yes _____ No _____ Maybe _____ Already do it

Would you or someone in your business keep empty boxes off the sidewalk until one hour before pick-up, as City regulations require?

_____ Yes _____ No _____ Maybe _____ Already do it

Would you or someone in your business stop anyone you see littering the sidewalk?

_____ Yes _____ no _____ Maybe

Would you be willing to help pay for litter cans (for street litter only) on 24th St?

_____ Yes _____ No _____ Depends on cost

13. Most Important Things to do First.

Which 3 of the preceding suggestions would you like to work on first?

Mark blanks next to 3 of the numbers of the above questions which interest you most.

_____ 1	_____ 2	_____ 3	_____ 4	_____ 5	_____ 6
_____ 7	_____ 8	_____ 9	_____ 10	_____ 11	_____ 12

Name _____

Business _____

Address _____

Phone _____

If you answered yes to any of the above questions, the Viva 24th St Committee (or the successor 24th St organization) and Mission Planning Council will contact you to help work on improving 24th St. If you have any questions, please call:

Mission Planning Council
 2501 Bryant St (at 23rd St)
 San Francisco 94110
 Phone: 824-1772

Mission Planning Council

President, Marilyn (Toby) Levine
Executive Vice-President, Rodolfo Vasquez
Treasurer, Ramon Barbieri
Secretary, Dolores Ayala
Vice-Presidents: Rafael Garza
Ronald Gonzalez
Ken Schubert

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